# Legislative Audit Division

State of Montana

Report to the Legislature

November 2000    **Limited Scope Performance Audit**

# Community Services Block Grant

**Department of Public Health and Human Services**

This limited scope performance audit contains information for the legislature about the federally funded Community Services Block Grant. Information includes:

<      Types of programs administered by Human Resource Development Councils (HRDC).

<      Use of Community Services Block Grant money.

<      Implementation of a performance-based management system.

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## PERFORMANCE AUDITS

Performance audits conducted by the Legislative Audit Division are designed to assess state government operations.  From the audit work, a determination is made as to whether agencies and programs are accomplishing their purposes, and whether they can do so with greater efficiency and economy.  The audit work is conducted in accordance with audit standards set forth by the United States General Accounting Office.

Members of the performance audit staff hold degrees in disciplines appropriate to the audit process.  Areas of expertise include business and public administration, statistics, economics, accounting, logistics, computer science, and engineering.

Performance audits are performed at the request of the Legislative Audit Committee which is a bicameral and bipartisan standing committee of the Montana Legislature.  The committee consists of six members of the Senate and six members of the House of Representatives.

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November 2000

The Legislative Audit Committee
of the Montana State Legislature

This is our limited scope performance audit of the use of federal Community Services Block Grant money administered by the Department of Public Health and Human Services.

This report provides information for the legislature regarding the use of Community Service Block Grant money by Human Resource Development Councils, measurement of the benefits of the money to recipients of services, and duplication of information input into computer systems. The department's response is contained at the end of the report.

We wish to express our appreciation to department and Human Resource Development Council personnel for their cooperation and assistance during the audit.

Respectively submitted,

*(Signature on File)*

Scott A. Seacat
Legislative Auditor

# Legislative Audit Division

**Limited Scope Performance Audit**

# Community Services Block Grant

**Department of Public Health and Human Services**

The member of the audit staff involved in this audit was Mary Zednick.

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## Introduction

The Community Services Block Grant (CSBG) is administered by the Intergovernmental Human Services Bureau, Human and Community Services Division, Department of Public Health and Human Services (DPHHS). The U.S. Department of Health and Human Services funds the grant. Ninety percent of CSBG funds must be passed on to Montana's ten Human Resource Development Councils (HRDC). The state's primary function in administering the grant is to ensure compliance with federal law. HRDCs are responsible for local CSBG administration.

## What is an HRDC?

Congress passed the federal Economic Opportunity Act of 1964 authorizing the development of Community Action Agencies (CAAs). The agencies were created to provide a mechanism for local people to develop strategies for addressing the causes of poverty and alleviating the effects of poverty within an area. In Montana, CAAs are referred to as Human Resource Development Councils (HRDC).

HRDCs provide a wide array of services. Projects, activities, and services provided by HRDCs to low income people include:

< Providing or assisting with day care for children.
< Providing educational programs and job training.
< Providing food.
< Weatherizing homes to make homes more energy efficient.
< Assisting with energy bills.
< Providing resource and referral services.

## What are the Funding Sources for HRDCs?

HRDCs have multiple funding sources including:

< Direct federal grants.
< Federal grants awarded and distributed by state agencies.
< Grants from the private sector.

HRDCs also receive contributions from other governmental units or civic organizations, and obtain revenues from income producing and fund raising activities.

## Report Summary

**What is the Purpose of the CSBG?**

The purpose of the Community Service Block Grant (CSBG) award differs from most other grants because it does not focus on funding a particular service.  CSBG is a general support program.  CSBG funding can:

<   Support creation of new programs and services.

<   Augment existing programs and services.

<   Be used for general administration required to coordinate and enhance other programs.

**Can Benefits Be Distinguished From Other Funding?**

CSBG is a general support program.  Because of the flexibility of the uses of CSBG money, HRDCs use it where it is most needed.  Some HRDCs use it for general administrative costs, others use it to help establish a program or keep a program operating.  Uses vary each year, depending on where the money is needed.

*Conclusion:  CSBG impacts on recipients cannot be directly measured, but the impact on a recipient of a program administered by the HRDC can be measured.*

**What are the Outcomes?**

Again, because CSBG does not provide specific services, there are no direct outcomes.  The outcomes of the programs created, enhanced, and/or expanded with the CSBG funds can be measured.

*Conclusion:  There are no direct outcomes for the CSBG program.*

**Measuring Program Outcomes Through Results Oriented Management and Accountability**

Federal statute requires all states and HRDCs to participate in Results Oriented Management and Accountability (ROMA) by October 1, 2001.  ROMA was created for the CSBG to respond to the Government Performance and Results Act (GRPA) of 1993.  GRPA requires federally funded programs to demonstrate measurable outcomes.

A nationwide Community Services Block Grant Monitoring and Assessment Task Force created six broad goals and a list of direct measures for HRDCs to use when responding to GPRA.  A complete list of the goals and corresponding measures is contained in Appendix C.

**How is Montana Complying with ROMA?**

In 1996 DPHHS started developing a Central Database System (CDS) to be used by every HRDC to capture the services provided to individuals and/or households. The prototype of the system was put in place in the summer of 2000. Federal statute requires the system to be fully implemented by October 2001.

DPHHS will generate surveys to track and measure how the HRDCs are responding to the six ROMA goals. The surveys will be coded so DPHHS can track them to specific services. As of September 2000, all of Montana's HRDCs were inputting client information into the CDS prototype. DPHHS staff were developing questions to be used in the surveys. DPHHS staff expect the system to be fully operational by the October 2001 deadline.

**Are There More Efficient and Effective Ways to Provide Benefits to Recipients?**

When implemented, ROMA is intended to help DPHHS and HRDCs determine if HRDCs are providing benefits to recipients in the most efficient and effective manner for the programs administered. HRDC-initiated surveys could be used to determine recipient satisfaction and identify potential efficiency or effectiveness problems.

*Conclusion: The database created to implement ROMA has the potential to result in efficiencies in services provided to recipients. At the time of the audit, ROMA has not resulted in efficiencies in program administration because of the need to input information in more than one computer system.*

**New Computer Systems are Being Developed with Limited Coordination between Entities**

A number of other state agencies and divisions within DPHHS are in the process of developing newer computer systems for some of the programs HRDCs administer. HRDC staff were concerned they would have to continue inputting some of the same information into more than one system. Our discussions with staff developing the systems indicated there has been limited input from staff in other agencies during development.

*Conclusion: Implementation of a system to ensure coordination of shared information technology systems and applications would have alleviated the efficiency concerns we developed during the audit.*

*Agencies have to ensure the proper staff are sent to the various development and implementation meetings. Staff knowledgeable about the program requirements need to be involved in the development.*

### Will Roma Increase Effectiveness Of Other Programs?

The information that is planned to be included on CDS should help measure the effectiveness of other programs. Client surveys will provide insight to clients' perception of the delivery of services at the HRDCs.

At the time of the audit, we contacted many staff members responsible for administering and monitoring programs provided at HRDCs, including DPHHS staff. These staff members were not aware of CDS and/or its uses. For example, monitoring staff could use CDS to obtain information regarding the overall use of the program, outcomes, HRDC staff time involved in providing services, and potentially problem areas in program administration.

**We recommend Intergovernmental Human Services Bureau staff formally communicate information regarding the Central Database System and its uses to state/federal/private program administrators.**

### *Summary: HRDCs Can Use ROMA to Determine and Address Client and Community Needs*

HRDC staff believe CDS, and ultimately the results from the ROMA surveys, will provide them a way to determine client needs and how the HRDCs can better serve clients and communities.

The ultimate goal of the CSBG and programs provided by the HRDCs is to increase a person's perceived self-sufficiency. This is accomplished by providing various services such as Head Start for children, weatherizing a house, helping with job placement, etc. By weatherizing a home, heating costs decrease, thus increasing income for other needs. The person might still be receiving benefits from other programs, but the person can perceive he/she is more self-sufficient because he/she has more disposable income. When ROMA is implemented and the results of the surveys are known, the information will help DPHHS and the HRDCs measure the client's perceived self-sufficiency.

# Chapter I - Introduction

**Introduction**

The Legislative Audit Committee requested a limited scope performance audit of the federally funded Community Services Block Grant (CSBG) program administered by the Department of Public Health and Human Services (DPHHS). The program disburses grant funds to Montana's ten Human Resource Development Councils (HRDC). The money can be used by the HRDCs in numerous ways.

**Audit Objectives**

The objectives of the audit were to determine:

1. Costs for personal services, operating costs, and benefits.

2. Program outcomes.

3. If grant benefits can be distinguished from other funding and the impacts of other grants.

4. If there are more efficient and effective ways to provide benefits to recipients.

5. Grant impact on recipients of services.

After gathering preliminary information we also developed the following questions related to the audit objectives:

1. What programs do the individual HRDCs administer/run and what are the expenditures?

2. Will the design and implementation of the Results Oriented Management and Accountability (ROMA) monitoring tool produce efficiencies in the services provided to clients or program administration?

**Audit Scope and Methodology**

To gain an understanding of the CSBG program, we reviewed federal and state statutes and rules, reviewed fiscal year 2000 and 2001 HRDC grant applications, and talked to department officials. We also reviewed DPHHS files for each HRDC and visited HRDCs.

The audit concentrated on fiscal year 1999 activities at the HRDCs. Expenditure information was gathered for various years for the HRDCs and DPHHS.

# Chapter I - Introduction

Since grant funds are disbursed to the ten HRDCs, we obtained the most current A-133 audits from all the HRDCs to determine what programs each HRDC administers and funds expended for each program. We visited six HRDCs and requested additional expenditure and program information from the other four. While at the HRDCs we obtained information concerning the programs they administer. Information included program purpose; monitoring frequency and by whom; federal and/or state reporting requirements; required use of any computer systems; and the consequences of federal reporting requirements for the CSBG.

We contacted appropriate state agency personnel to determine how often they monitor their respective programs, what they review during the monitoring, and forms used when conducting the monitoring. We also asked them if they would be using the new computer system developed to track CSBG benefits.

A number of state agencies and private companies maintain computer systems used by HRDC personnel. Some of the systems are being rewritten. We contacted applicable staff to determine if the computer systems would share information so HRDC staff would not have to input the same information into more than one system.

State laws and rules specifically related to the CSBG program are limited due to the general nature of the program. State laws address allocation of funds, approval of a block grant plan, and compliance with federal and state financial control requirements and audits. We determined block grant plans were approved and A-133 audits of the HRDCs are performed. We did not conduct compliance reviews of the individual HRDCs.

This audit was conducted in accordance with governmental auditing standards for performance audits.

**Issues for Further Study**

In the course of our audit of CSBG, we identified two areas we believe could be studied further. The issues pertain to the Low Income Energy Assistance Program/Weatherization and monitoring of the various programs administered by HRDCs. These areas are discussed in detail below.

**Low Income Energy Assistance Program (LIEAP)/Weatherization**

LIEAP provides energy assistance funds for eligible households. It pays a portion of a household's winter heating bill. Generally, this subsidy is paid directly to the fuel vendor. Weatherization provides services necessary to increase the energy efficiency of homes and at the same time make the occupants more comfortable and more aware of energy-conservation techniques. During our audit we noted a LIEAP monitoring report for one HRDC showed an average waiting period for weatherization services of 10 to 12 years and a waiting list of 2,000 clients. We believe a future audit could determine the meaning of program numbers and if the program provides needed services in a timely manner.

**Monitoring Activities**

State, federal, or private contract staff review the majority of programs administered by HRDCs. Each monitored program has its own staff reviewing their specific program at the HRDCs. The result is a number of state, federal, or contract staff going to each HRDC every year. We believe monitoring activities could be audited to determine if efficiencies could be gained by consolidating some or all monitoring activities.

**Report Organization**

The remainder of this report is divided into two chapters. Chapter II explains HRDCs, the CSBG program, and the proposed performance-based management system. Chapter III discusses CSBG program impacts. Three appendices detail the programs administered at each HRDC (Appendix A), federal award expenditures at each HRDC (Appendix B), and ROMA goals and outcome measures (Appendix C).

# Chapter II - Background

**Introduction**

The Intergovernmental Human Services Bureau, Human and Community Services Division, DPHHS, administers the Community Services Block Grant (CSBG). The U.S. Department of Health and Human Services funds the grant. The state's primary function in administering the grant is to ensure compliance with federal law. Montana's ten Human Resource Development Councils (HRDC) are responsible for local CSBG administration.

**What Is an HRDC?**

Congress passed the federal Economic Opportunity Act of 1964 authorizing the development of Community Action Agencies (CAA). CAAs may be formed as a private nonprofit corporation or as a public organization. The agencies were created to provide a mechanism for local people to develop strategies for addressing the causes of poverty and alleviating the effects of poverty within an area. In Montana, CAAs are referred to as Human Resource Development Councils.

Montana's HRDCs operate in multi-county areas working within the boundaries of planning districts established under executive order of the Governor. There are ten HRDCs designated in Montana. The following map shows the HRDC office location and areas covered by each HRDC.

**Figure 1**
**HRDC Boundaries**
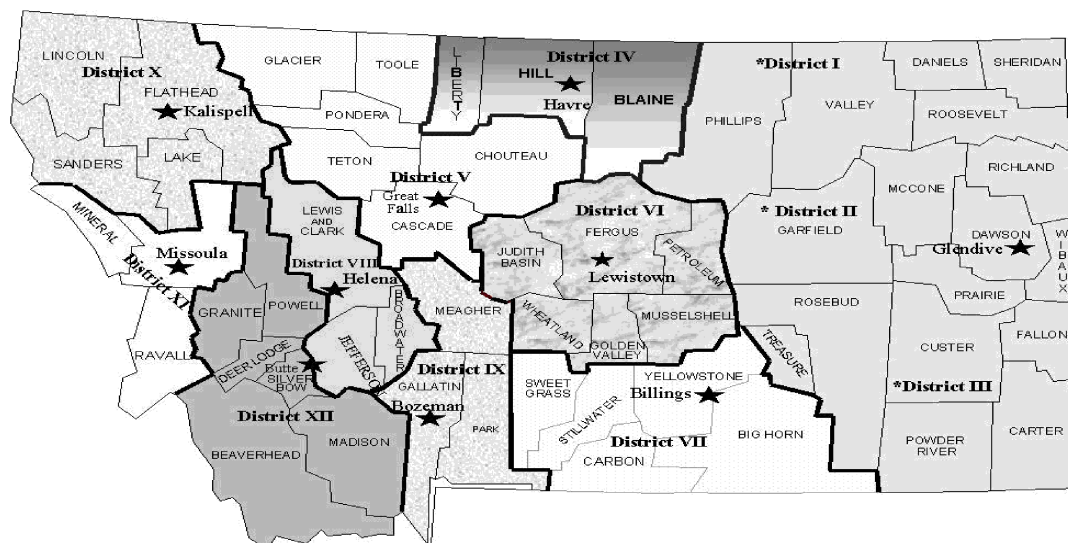
*District I, II, & III Are Combined Into Region 1

**\* HRDC Office Location**
**Source:    Department records.**

**How Do HRDCs Help
Low-Income People?**

HRDCs were authorized by Congress to allow local residents to determine the best means for addressing the causes and effects of poverty within a local area.  The basic philosophy is that local people, including low-income people, are most familiar with the causes and effects of poverty in an area and best able to determine how to address problems.  The needs of rural low-income people can be substantially different from the needs of urban low-income people.  For example, one HRDC district may need to focus efforts on helping the elderly poor while another district may need to focus efforts on training and assisting younger persons in finding employment.

HRDCs provide a wide array of services.  Projects, activities, and services rendered by HRDCs to low-income people include:

< Providing or assisting with day care for children.

< Providing educational programs and job training.

< Providing food.

< Weatherizing homes to make homes more energy efficient.

< Assisting with energy bills.

< Providing resource and referral services.

HRDCs may pursue different strategies for providing services. Strategies can include:

< Development and implementation of programs within an HRDC.

< Partnerships with local governments.

< Partnerships with other nonprofit or for-profit entities.

There is no single "model" for services an HRDC may provide or how these services should be provided. Local needs and available resources drive HRDC activity.

Local needs are determined by needs assessments. Some HRDCs conduct yearly assessments while others do assessments every two years. Information to assess needs is primarily gathered via questionnaires sent to a sample of HRDC clients. Information gathered includes demographics (age, number in household, income) and perceived barriers to self-sufficiency.

**What Are the Funding Sources for HRDCs?**

An HRDC may have multiple funding sources including:

< Federal grants awarded directly to HRDCs (e.g., Federal Emergency Management Agency [FEMA], Department of Agriculture).

< State subgrants from the federal government (federal grants awarded and distributed by state agencies: e.g., Job Training Partnership Act [JTPA], weatherization, Community Service Block Grant [CSBG]).

<       Contributions from other governmental units or civic organizations (e.g., county governments, United Way).

<       Grants from the private sector (e.g., power suppliers for weatherization programs).

<       Revenues from income-producing activities (e.g., contracts for services provided).

<       Revenues from fund-raising activities.

<       Interest and investment income.

HRDC funding sources can vary substantially among the districts, depending on the availability of funding sources within a district, low-income population needs, and an HRDC's goals and objectives. Appendix B shows the various federal grant award sources and expenditures for each HRDC.

**Who Governs an HRDC?**

Although the HRDC districts were established by executive order of the Governor, local governments within a district have input concerning HRDC operations.  Federal law sets requirements for an HRDC's board of directors (board).  The board of a <u>private, nonprofit HRDC corporation</u> must be comprised of the following:

<       One-third elected officials currently holding office, or their representatives;

<       No less than one-third low-income persons; and

<       The remainder represents business, industry, or other major groups or interests in the community (e.g., religious, welfare, education).

An HRDC may also be a <u>public organization</u> formed by one or more governmental entities.  An HRDC operating as a public organization must either ensure one-third of its membership represents low-income people or establish a mechanism ensuring low-income citizen participation.

An HRDC's board of directors is typically responsible for setting goals and objectives and making general program decisions. The HRDC board hires an executive director. The executive director serves the board and is responsible for carrying out the board's directives and managing the daily business of the HRDC.

**Who Is Responsible for Oversight and Monitoring HRDC Activities?**

HRDCs are required to perform certain activities and provide information as requested or required for the various programs they administer. State and federal entities monitor the individual programs they are responsible for, but no one specific entity reviews the overall operations of HRDCs.

As corporations, HRDCs must register with the Montana Secretary of State and comply with state and federal laws that apply to corporations. HRDCs also must comply with certain accounting standards and are subject to audits of their financial records, including single audit act (A-133) requirements established by either the federal or state government. Although audits of financial statements may not test to ensure compliance with all statutes and regulations, the audits do provide certain assurances an HRDC's financial accounting system meets certain standards and has appropriate internal controls to minimize the risk of inappropriate use of federal and/or state funds.

Prior to receiving any block grant funds, an HRDC must submit a CSBG plan to the local governing bodies in the district for review and approval. The CSBG plan must also be submitted to the state for approval. The state may only disapprove a plan if the plan conflicts with federal law or regulation. If an HRDC and the local governing bodies cannot agree to a plan's components, then DPHHS develops and approves a plan. To date DPHHS has not had to develop a plan.

## Chapter II - Background

**What Is the Purpose of the CSBG?**

The purpose of the CSBG award differs from most other grants received by HRDCs because it does not focus on funding a particular service. CSBG is a general support program. CSBG funding can:

1.      Support creation of new programs and services;

2.      Augment existing programs and services; and

3.      Be used for general administration required to coordinate and enhance the programs and resources administered by the HRDC.

All of Montana's HRDCs use some of the money for general administration. Due to the varied uses of funds, monitoring CSBG outcomes is done when the programs the HRDCs administer are reviewed.

**How Can CSBG Funding Be Used?**

The federal statute authorizing the CSBG program requires grantees to use the grant to fill identified gaps in services and support innovative community and neighborhood-based initiatives. The statute also requires grantees to ". . . coordinate, and establish links between, governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services . . ." The federal CSBG statutes also require the establishment of a performance-based management system.

In Montana, CSBG funds are used to help provide anti-poverty activities in the following areas:

| Employment | Job counseling<br>Job related information and referral<br>Job placement and development<br>Administration of programs such as:<br>    Summer Youth Employment<br>    Job opportunities and basic skills<br>Microbusiness development | Health | Provision of and transportation to:<br>    medical services<br>    medical/dental screening<br>    immunizations<br>    alcohol and drug abuse prevention |
|---|---|---|---|
| Education | Educational counseling<br>Head Start Program operation<br>Day care and child development training<br>Administration of job training<br>literacy programs | Nutrition | Surplus food distribution<br>Hot meals<br>Gardening/canning self-help<br>Nutrition information |
| Income Management | Household budget counseling<br>Income tax counseling | Self-Sufficiency | Child care provision and referral<br>Job training and referral<br>Family/individual budget<br>Substance abuse<br>Self-esteem counseling |
| Housing | Participation on landlord tenant associations<br>Participation on the State Housing Task Force<br>Home ownership counseling<br>Establishment of housing trust funds<br>Administration of programs such as:<br>    Section 8<br>    Homeward Bound<br>Weatherization | Linkages | Information<br>Transportation<br>Referral among community human service providers and activities including:<br>    County welfare, county health, housing authorities, summer youth employment sites, elderly activities, the extension service, emergency shelters, and drug and alcohol rehabilitation facilities |
| Emergency Services | Information and referral<br>Cash assistance<br>Emergency energy assistance<br>Temporary shelter<br>Health services<br>Rent payment<br>Transitional housing | Other | Development and provision of micro-business revolving loan programs<br>Provision of fair housing and utility company rate structuring advocacy<br>Administration of programs such as the Foster Grandparents Program |

CSBG funds may not be used in place of amounts provided by another current-year federal grant award for:

1.      Direct or administrative expenditures included as line items in the other grant award, or

2.      Costs included in developing the indirect cost rate.

However, CSBG funds may be used to pay for costs of such program activities above and beyond the levels financed by another federal grant award.  CSBG funds may <u>supplement</u> other grant awards by paying for expansion and enhancement of existing services and programs already receiving federal, state, local, and private funding for those activities.

**How Are CSBG Funds Distributed?**

Congress appropriates the funds to each state, territory, and Indian tribe or tribal organization.  Intergovernmental Human Services Bureau, DPHHS, receives Montana's portion.  Ninety percent of CSBG funds must be passed on to the HRDCs.  CSBG grant awards to the HRDCs during fiscal year 1999-00 approximated $2.3 million.  Section 53-10-502, MCA, delineates the funding formulas for CSBG money as:

1.      5 percent for department administrative costs,

2.      5 percent for department special projects,

3.      $500,000, or if the balance of the block grant funds is less than $500,000, then the entire balance of the funds, must be divided equally among the eligible HRDCs.

4.      The balance of the funds remaining after distributing the above amount and 5 percent for department administration and 5 percent for department special projects must be divided among eligible HRDCs in the following manner:

   a.      one-half based upon the population residing within the areas of the HRDCs, and

   b.      one-half based upon the low-income population, as that population may be determined under the provision of the grant, residing within the areas of the HRDCs.  (Population figures are from the latest federal census.)

**What Is the Results Oriented Management and Accountability Monitoring Tool?**

The 1998 federal CSBG statute requires all states and CAAs to participate in Results Oriented Management and Accountability (ROMA) by October 1, 2001.  ROMA was created for the CSBG to respond to the Government Performance and Results Act (GPRA) of 1993.  GPRA requires federally funded programs to demonstrate measurable outcomes.

A nationwide Community Services Block Grant Monitoring and Assessment Task Force created six broad goals and a list of direct measures for HRDCs to use when responding to GPRA.  Two goals address family level outcomes, two goals apply to community level outcomes, and two goals specify HRDC level outcomes:

1.      Low-income people become more self-sufficient.  (family level)

2.      Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.  (family level)

3.      The conditions in which low-income people live are improved.  (community level)

4.      Low-income people own a stake in their community. (community level)

5.      Partnerships among supporters and providers of services to low-income people are achieved.  (agency level)

6.      Agencies increase their capacity to achieve results.  (agency level)

Each goal has six to sixteen direct measures.  An example of a direct measure from each goal includes:

<      Number of participants seeking employment who obtain it (as compared with the total number of participants). (goal 1)

<      Number of aged households maintaining an independent living situation.  (goal 2)

<   Number of accessible, living wage jobs created and/or
    retained.  (goal 3)

<   Number of households owning or actively participating in
    the management of their housing.  (goal 4)

<   Number of partnerships established and/or maintained with
    other public and private entities to mobilize and leverage
    resources to provide services to low-income people.
    (goal 5)

<   Total dollars mobilized by the agency.  (goal 6)

A complete list of the goals and corresponding measures is contained
in Appendix C.

For each goal corresponding to the work the HRDC does, the
HRDC is to select at least one of the established measures to report
on, based on a current needs assessment survey.  If none of the
measures under a particular goal is a good measure of work actually
done, the HRDC is to create a measure that more accurately reflects
the work it does.  Some of the measures could apply to other goals
as well as the one under which they are listed.  The measures are to
be used wherever they seem most appropriate to the HRDC.

**How Is Montana
Complying With
ROMA?**

To determine if the state and HRDCs were addressing GPRA and
the goals and measures of ROMA, the state needed to track who was
served at the HRDCs and the services received.  In 1996 DPHHS
started developing a Central Database System (CDS) to be used by
every HRDC to capture the services provided to individuals and/or
households.  The prototype of the system was put in place in the
summer of 2000.  Per federal statute, the system needs to be fully
implemented by October 2001.

When an individual applies for or receives services at an HRDC, the
information is input to CDS.  Information input includes
demographics (name, address, number and names of people living in
the household), service(s) received (weatherization, Head Start, job
placement services, etc.), and the unit(s) of the service(s) received
(hour, actual dollar amount, session, review).

DPHHS will generate four different surveys to track and measure how the CSBG program is responding to the six ROMA goals. The four surveys include:

1.  Household Intake – Base information gathered when the client applies for services. Intake forms are not organized/formatted the same in every HRDC but they contain the fields required on the CDS.

2.  Household Satisfaction – A CDS-generated follow-up survey administered randomly and anonymously. These are used to evaluate the program by determining if people are becoming more self-sufficient, living conditions improve, there is community involvement, and family and other supportive systems are strengthened. (goals 1, 2, 3, 4)

3.  CAA Partnership Survey – A CDS-generated survey sent to the partners of the HRDC to evaluate the HRDC's partnerships with supporters and providers of services. (goal 5)

4.  CAA Survey – A CDS-generated HRDC survey sent to HRDCs to determine if they increased their capacity to achieve results. (goal 6)

A number of questions for the follow-up, partnership, and HRDC survey can be input to CDS by DPHHS staff. Up to 11 questions can be picked from the list to be asked on a survey. The wording for the questions cannot be changed to ensure consistency from year to year. The surveys will be coded so DPHHS can track them to specific services provided in specific HRDCs.

All ROMA surveys will be sent by DPHHS. An HRDC can send out its own surveys if it wants to query clients on a specific subject/service. DPHHS staff can generate those surveys (generate the sample based on criteria from the HRDC, include the questions identified by the HRDC, print the surveys, and send them), or the HRDC can create its own questionnaire and generate mailing labels from CDS. The surveys can be aimed at type of client or service desired. For example, the HRDC could target Caucasian females between the ages of 16 and 18 receiving child care services.

All responses from DPHHS-generated surveys will be input into CDS by DPHHS staff. HRDC staff will be sent the final results. If there appear to be problems with specific services, another questionnaire can be targeted to clients to determine concerns. Federal statute requires ROMA surveys to be sent and tabulated at least annually. Other surveys can be sent at any time.

As of September 2000, all of Montana's HRDCs were inputting client information into the CDS prototype. DPHHS staff were developing questions to be used in the client, partnership, and HRDC surveys. No surveys had been sent. DPHHS staff expect the system to be fully operational by the October 2001 deadline.

# Chapter III - CSBG Program

**Introduction**

In this chapter we address each audit objective. The following sections provide information on the nature and extent of CSBG funding. The final section addresses the need for better coordination in the development of automated information systems.

**HRDC Programs and Costs**

One objective of the audit was to determine the costs for personal services, operating costs, and benefits for the CSBG program. In relation to this objective, we wanted to identify the programs individual HRDCs administer/run and related program expenditures.

HRDCs administer a large number of varied programs. Table 1 shows the number of individual programs administered by Montana's HRDCs. (A detailed listing of the programs and their purposes is contained in Appendix A.)

**Table 1**
**Number of Programs Administered at HRDCs**
**(1998, 1999)**

| HRDC | Number of Programs |
|------|--------------------|
| Butte | 16 |
| Glendive | 20 |
| Kalispell | 29 |
| Great Falls | 12 |
| Billings | 23 |
| Bozeman | 30 |
| Lewistown | 15 |
| Missoula | 19 |
| Havre | 25 |
| Helena | 25 |

**Source:** **Compiled by the Legislative Audit Division from HRDC A-133 audits**.

Table 2 compares the CSBG and federal grant expenditures in the ten HRDCs using the most recent audit data. As can be seen, for

most HRDCs, the CSBG grant accounts for about 10 percent of total expenditures.

**Table 2**
**Comparison of HRDC CSBG and Federal Grant Expenditures**

| HRDC | FYE | CSBG Expenditures [1] | Federal Grant Expenditures [1] | % CSBG to Federal |
|------|-----|----------------------|-------------------------------|-------------------|
| Butte | 9-30-98 | $ 220,198 | $ 2,110,319 | 10.4 |
| Glendive | 12-31-98 | 253,411 | 2,525,489 | 10.0 |
| Kalispell | 12-31-98 | 277,073 | 1,916,241 | 14.5 |
| Great Falls | 3-31-99 | 318,908 | 3,377,196 | 9.4 |
| Billings | 6-30-99 | 337,935 | 3,137,978 | 10.8 |
| Bozeman | 6-30-99 | 230,059 | 2,599,362 | 8.9 |
| Lewistown | 6-30-99 | 100,557 | 844,463 | 11.9 |
| Missoula | 6-30-99 | 258,220 | 2,302,818 | 11.2 |
| Havre | 6-30-99 | 137,340 | 2,186,695 | 6.3 |
| Helena | 6-30-99* | 95,535 | 2,788,072 | 3.4 |
| Total | | $2,229,236 | $23,788,633 | 9.4 |

*Nine months ended June 30, 1999

[1]Cash basis of accounting

**Source: Compiled by the Legislative Audit Division from HRDC A-133 Audits.**

DPHHS used less than its allotted five percent for administration for fiscal years 1997 through 2000. In the last three years, funds for special projects were primarily used to establish the federally mandated performance-based management system.

Table 3 compares DPHHS administration and special project expenditures to the amount distributed to the HRDCs for fiscal years 1996-97 through 1999-00. The table shows state fiscal year special project expenditures were over 5 percent of total expenditures for two years. Department officials explained the 5 percent limit relates to the federal grant year of October to September, not the state fiscal

year.  Special project expenditures for the two years did not exceed 5 percent for the federal grant year.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Table 3** <br> **CSBG Expenditures** <br> **(Fiscal Years 1996-97 through 1999-00)** | | | | | | | | |
| Expenditure Category | 1996-97 | % of Total | 1997-98 | % of Total | 1998-99 | % of Total | 1999-00 | % of Total |
| Personal Services | $36,384 | | $36,296 | | $45,911 | | $47,269 | |
| Operating | 19,771 | | 34,583 | | 43,990 | | 58,124 | |
| Total Administration | $56,155 | 3.2% | $70,879 | 3.5% | $89,901 | 3.4% | $105,393 | 4.2% |
| Special Project | $18,600 | 1.1% | $126,507 | 6.2% | 60,558 | 2.3% | $138,247 | 5.5% |
| Grants to HRDCs | $1,669,093 | 95.7% | $1,836,163 | 90.3% | $2,455,368 | 94.3% | $2,260,182 | 90.3% |
| Total CSBG Funds | $1,743,848 | 100.0% | $2,033,549 | 100.0% | $2,605,827 | 100.0% | $2,503,822 | 100.0% |

**Source:    Compiled by the Legislative Audit Division from SBAS and SABHRS records.**

## Can CSBG Benefits Be Distinguished from Other Programs' Benefits?

CSBG is a general support program.  Grant funding supports: augmentation of existing programs and services; general administration required to coordinate and enhance other programs and resources; and creation of new programs and services.  Because of the flexibility of the uses of CSBG money, HRDCs use it where it is most needed.  Some HRDCs use it for general administrative costs; others use it to help establish a program or keep a program operating.  Uses vary each year, depending on where the money is needed.  If the money was not available, HRDC staff indicated some services and programs would decrease or could be terminated.

*Conclusion: Because of the varied use of CSBG money, specific CSBG benefits cannot be distinguished from the other programs' benefits.*

# Chapter III - CSBG Program

**What Is the Grant Impact on Recipients of Services?**

The CSBG grant itself does not provide specific services to recipients. Instead, the grant can be used to create a new program or supplement other programs by paying for expansion and enhancement of existing services. For example, an HRDC could use CSBG to supplement the expenses associated with administering a weatherization program, thus allowing more weatherization money to be used for actual services provided. The CSBG impact on recipients by using the money this way cannot be directly measured, but the impact on a recipient whose house is more energy efficient can be measured.

*Conclusion: Most CSBG impacts on recipients cannot be directly measured but the impact on a recipient of a program administered by the HRDC can be measured.*

**What Are the Outcomes?**

Again, because CSBG does not provide specific services, there are no direct outcomes. The outcomes of the programs created, enhanced, and/or expanded with the CSBG funds can be measured. To continue the weatherization example, with a more energy efficient home the recipient will have more disposable income, due to lower energy bills, for household use. By having more disposable income, the recipient can perceive him/herself as more self-sufficient, the ultimate outcome HRDCs want to achieve with each recipient.

*Conclusion: There are no direct outcomes for the CSBG program.*

**Are There More Efficient and Effective Ways to Provide Benefits to Recipients?**

HRDCs administer programs identified in needs assessments and not provided by other organizations in the area. For example, only two HRDCs administer programs for the aging because other organizations in the communities provide those services. As can be seen from the list of programs administered by the ten HRDCs in Appendix A, the numbers and types of programs provided at each HRDC are varied.

When implemented, ROMA is intended to help DPHHS and HRDCs determine if HRDCs are providing benefits to recipients in the most efficient and effective manner for the programs administered.

HRDC initiated surveys could be used to determine recipient satisfaction and identify potential efficiency or effectiveness problems.

## Will ROMA Result in Efficiencies in Services Provided?

With all the HRDC services a recipient receives entered onto CDS, HRDC staff will be able to review other services that are provided, or should be provided, to a client. Staff should be able to address a recipient's entire living/work situation. They will be able to see the needs of a recipient's entire family instead of just the recipient's needs. For example, if a recipient with children receives weatherization assistance, HRDC staff could ask about child care and direct the recipient to the child care program if needed. CDS will allow HRDC staff to take a more holistic approach to providing services instead of just concentrating on individual programs. It will also help staff determine what other services recipients are receiving so staff will not refer the recipient to a service he/she does not need.

*Conclusion: When completed, the database created to implement ROMA has the potential to result in efficiencies in services provided to recipients.*

## Will CDS Result in Efficiencies in Program Administration?

The programs the HRDCs administer are under the jurisdiction of a variety of state and federal agencies. Over the years these agencies have developed computer systems to track information for their individual programs. The major computer systems include:

< CDS (Central Database System) – contains information on the client and HRDC services provided each client. DPHHS maintains the system.

< TEAMS (The Economic Assistance Management System) – contains information on the client, case, and federal program for cash assistance, food stamps, and Medicaid. DPHHS maintains the system.

< TEAMS/MACCS (Montana Automated Child Care System) – contains information on the client/family, provider, and determines eligibility for the Child Care Block Grant. DPHHS maintains the system.

<         <u>LIEAP</u> (Low Income Energy Assistance Program) – contains information on the client and services provided by the program.  DPHHS maintains the system.

<         <u>MIS</u> (Management Information System) – contains information on the client, provider, and costs of services.  A private contractor monitoring the former Job Training Partnership Act (JTPA) program maintains the system.

Development of some of the computer systems maintained by different entities was not coordinated resulting in HRDC staff inputting some of the same information into more than one system. For example, demographic information must be input to CDS and also MIS.  If a person receives services for more than one program, the demographics could be input to CDS or two or more computer systems.  Coordination of the systems would have increased efficiencies.

*Conclusion:  At the time of the audit, CDS has not resulted in efficiencies due to the need to input information in more than one computer system.*

**New Computer Systems Are Being Developed**

A number of other state agencies and divisions within DPHHS are in the process of developing new computer systems for some of the programs HRDCs administer.  HRDC staff were concerned they would have to continue inputting some of the same information into more than one system.  We talked to staff in other state agencies and in other DPHHS divisions about the HRDC concern.  The following sections discuss the systems being developed and their ability to interface with each other and CDS.

**Department of Labor and Industry Computer System**

The Workforce Investment Act (WIA) of 1998 reforms federal job training programs and creates a new, comprehensive workforce investment system.  The new system is intended to be customer-focused, help clients access the tools they need to manage their careers through information and service, and help employers find skilled workers.

The basis of the new workforce investment system is one-stop service delivery to unify numerous training, education, and

employment programs into a single, customer-friendly system in each community. The underlying concept of one-stop is the coordination of programs, services, and organizations so the customer has access to a seamless system of workforce investment services. It is hoped that a variety of programs can use common intake, case management, and job development systems to increase efficiency and effectiveness.

To effectively coordinate with the network of other service agencies, including the many programs in DPHHS, and nonprofit and community partners, the Department of Labor and Industry (DL&I) is developing a computer system to allow the various computer programs in existence to communicate with each other. The system would allow agreed-upon client data to be stored in a common database and ultimately to be transferred to individual state and local systems. The 19 required partners, including HRDCs, in the One-Stop Workforce System would have the ability to extract specific client data from agencies having records of those clients. This system, when in place and operating as planned, would delete the necessity to input demographic data into more than one computer system.

**DPHHS Computer Systems**

Currently, demographic information input to TEAMS and LIEAP can be copied to CDS. DPHHS management is discussing the rewrite of LIEAP. At the time of the audit, some HRDCs were experiencing problems copying information to CDS due to lack of familiarity with CDS and/or not having the proper equipment.

TEAMS/MACCS is being rewritten. It is scheduled to be redesigned so information can be copied from or to CDS.

Aging Services Bureau developed a new system that does not share information with CDS. Both CDS and the new Aging Services system use an Oracle platform so the potential exists for the two systems to share data. Two of the 11 Area Agencies on Aging are located in HRDCs.

**Private Contractor
Computer System**

The system maintained by a private contractor to record client information pertaining to JTPA clients was rewritten to address WIA needs. The new system was created to allow information on other computer systems to be shared. The new system will contribute information to DL&I's proposed system.

**Coordination between
Entities During Computer
System Development Is
Limited**

During our discussions with staff in the entities developing the system, we found there is limited input from staff in other organizations during development. For example, staff from other state agencies and HRDCs were invited to participate in the planning stages for CDS. HRDC and DPHHS staff indicated computer staff from the other state programs attended some meetings, but agency staff administering the programs were not present to provide their input into the process. Program staff are more cognizant of the reporting needs for a program than computer system staff and thus can provide better coordination in terms of input requirements between systems.

DPHHS staff indicated they were contacted in 1998 during the early stages of the development of the DL&I system but could not attend the meeting. Information about CDS was sent to the applicable staff but DPHHS staff were not sure how or if it was used. DL&I staff did not contact DPHHS staff involved in the development of CDS again until mid-2000. At that time DL&I was planning on reviewing a prototype of the new system.

**Legislative Committee
Studying Information
Technology Coordination**

The importance of coordination is emphasized by the formation of a legislative subcommittee to review Montana's information technology. House Bill 2, 1999 Legislature, required the Legislative Finance Committee to study Montana's information technology. One area recommended for study was the ". . . current level of interagency coordination of information technology deployment to minimize costs, reduce duplication, maximize efficiencies, and provide the greatest possible services to the citizens of Montana . . ." A June 2000 report to the Information Technology Management Study Subcommittee recommended the legislature adopt guiding principles for information technology. One principle indicated the following concepts should be used:

< Common data shall be entered once and shared among all state agencies.

< In order to minimize unwarranted duplications, similar data processing systems and data management applications shall be implemented and managed in a coordinated manner.

**Agencies Need to Ensure Proper Staff Involved in Development**

*Conclusion: Implementation of a system to ensure coordination of shared information technology systems and applications would have alleviated the efficiency concerns we identified during the audit. Agencies have to ensure the proper staff are sent to the various development and implementation meetings. Staff knowledgeable about the program requirements need to be involved in the development.*

**Will ROMA Increase Effectiveness of Other Programs?**

The information that is planned to be included on CDS should help measure the effectiveness of other programs. Client surveys will provide insight to their perception of the delivery of services at the HRDCs. If specific problems are noted within a program at an HRDC, then corrective action can be taken by the appropriate officials.

Since many of the programs administered at HRDCs are also administered by other providers, client surveys will provide insight into problems with delivery of services by other providers. For example, two HRDCs provide services for DPHHS's aging program. People receiving aging services in the two HRDCs administering the program could be sampled using CDS. If results indicate overall program problems, DPHHS's Aging Services Bureau could use the information to determine if other aging services providers are experiencing the problem. Corrective action could then be taken at the state level if needed.

At the time of the audit, we contacted many staff members responsible for administering and monitoring programs provided at HRDCs, including DPHHS staff. These staff members were not

aware of CDS and/or its uses. Monitoring staff could use CDS to obtain information regarding the overall use of the program, outcomes, HRDC staff time involved in providing services, and potential problem areas in program administration. If Intergovernmental Human Services Bureau staff provides information regarding CDS to other program staff it would allow staff to determine if CDS could be useful to them when monitoring the programs and determining outcomes.

> **Recommendation #1**
> **We recommend Intergovernmental Human Services Bureau staff formally communicate information regarding the Central Database System and its uses to state/federal/private program administrators.**

*Summary: HRDCs Can Use ROMA to Determine and Address Client and Community Needs*

HRDC staff believe CDS, and ultimately the results from the ROMA surveys, will provide them a way to determine client needs and how the HRDCs can better serve clients and communities.

The ultimate goal of the CSBG and programs provided by the HRDCs is to increase a person's perceived self-sufficiency. This is accomplished by providing various services such as Head Start for children, weatherizing a house, helping with job placement, etc. By weatherizing a home, heating costs decrease, thus increasing income for other needs. The person might still be receiving benefits from other programs, but the person can perceive he/she is more self-sufficient because he/she has more disposable income. When ROMA is implemented and the results of the surveys are known, the information will help DPHHS and the HRDCs measure the client's perceived self-sufficiency.

# Agency Response

# DEPARTMENT OF
# PUBLIC HEALTH AND HUMAN SERVICES
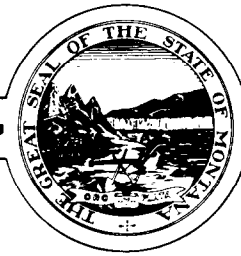
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October 17, 2000

OCT 17 2000

Jim Pellegrini
Deputy Legislative Auditor
Performance Audit
Legislative Audit Division
616 Helena Avenue
P.O. Box 201705
Helena, MT   59620-1705

Dear Mr. Pellegrini:

Thank you for providing the Department an opportunity to reply to your final report on the audit of the Community Services Block Grant Program.

In response to Recommendation #1, found on page 26 of the final report, the Department shall provide written communication and post on its Internet site, information regarding the Central Database System (CDS) and its uses to state, federal and private program information services and program administrators.  Communications shall include a description of the CDS covering its conceptual design, hardware requirements, system operation and reporting and data retrieval functions.  Agencies provided the above information shall include:

- The Department of Commerce
- The Governor's Office
- The Department of Labor
- The Department of Administration
- The Department of Revenue
- The Department of Justice
- The U.S. Department of Health and Human Services
- The U.S. Department of Housing and Urban Development
- The U.S. Department of Energy
- The U.S. Department of Agriculture
- The U.S. Department of Interior
- Energy Share of Montana
- Montana Job Training Partnership, Inc.
- Montana Power Company
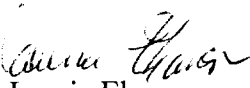
**Page 29**

- Montana Dakota Utilities
- Energy West
- Flathead Electric Cooperative

For those expressing an interest, the Department will follow the above written materials up with a copy of the CDS Operations Manual and/or a CDS demonstration.

If you have questions, concerns or additional names to add to the above list, please contact me. Again, thank you for reviewing the Community Services Block Grant Program and providing the Department suggestions to improve its efficiency and effectiveness.

Sincerely,

Laurie Ekanger
Director

# Appendices

# Appendix A

## Programs Administered by HRDCs

| Programs | Bozeman | Helena | Glendive | Missoula | Great Falls | Havre | Billings | Lewistown | Kalispell | Butte |
|---|---|---|---|---|---|---|---|---|---|---|
| Emergency Shelter | X | X | X | X | X | X | X | X | X | X |
| DOE Weatherization | X | X | X | X | X | X | X | X | X | X |
| LIEAP | X | X | X | X | X | X | X | X | X | X |
| Exxon/ Stripper Well | X | X | X | X | | X | X | | X | |
| Energy Share | X | X | | X | X | | X | | X | X |
| Bonneville Power Weatherization | | | | X | | | | | X | X |
| MPC Weatherization | | | | | X | X | X | X | X | |
| Head Start | X | X | X | | X | X | | | | X |
| FEMA - Food/Shelter | X | | X | X | X | | X | X | | X |
| Section 8 Housing | | | X | X | X | X | X | | X | X |
| JTPA Youth | X | X | X | X | | X | X | X | X | X |
| Welfare to Work | X | | X | X | | X | X | X | X | |
| WoRC | X | | | X | | X | X | X | X | |
| JTPA Adult | X | | | | X | X | | X | X | |
| Child & Adult Care Feeding | X | X | | | X | | X | X | | X |
| CDBG | X | | | X | X | | X | | X | |
| Older Worker | X | X | | X | | | X | | X | |
| HOME Investment Partnership | X | X | | X | | X | | | X | |
| Microbusiness loan | X | | X | | | | X | X | X | |
| Commodities (USDA) | | X | X | | | X | X | | | |
| Summer Feeding | | | X | X | | | | | | X |
| Child Care Link | | | | | | X | X | X | | |
| Housing Projects | X | X | | X | | X | | | X | |
| Retired Senior Volunteer | X | X | | | | | | | | |
| Rural Business Enterprise Grant | X | | | | | | X | | | |
| Title III - Ombudsman | | X | X | | | | | | | |
| Title III - Supportive Services | | X | X | | | | | | | |
| Title III - Nutrition Services | | X | X | | | | | | | |
| Title III - In-Home Services | | X | X | | | | | | | |
| Title III - Preventive Health | | X | X | | | | | | | |
| Title III - Information Counseling | | X | X | | | | | | | |
| Preservation of Affordable | | | | X | | | | | X | |
| Displaced Homemaker | | | | | | X | | X | | |
| HUD Housing Counseling | | | | | | | X | | X | |
| Home Care | X | | | | | | | | X | |
| Home & Community Waiver | X | | | | | | | | X | |
| Home Health | X | | | | | | | | X | |
| Total Programs | 22 | 19 | 18 | 17 | 11 | 16 | 19 | 13 | 22 | 11 |

**Source:    Compiled by the Legislative Audit Division from HRDC A-133 audits.**

<u>Emergency Shelter</u> – helps families who are homeless or in imminent danger of becoming homeless. Funds are given only in cases where the household has a sudden and unexpected drop in income and where there is some chance that the family will be able to resume their own payments in the immediate future.

<u>Weatherization</u> – provides services necessary to increase the energy efficiency of homes and at the same time make the occupants more comfortable and more aware of energy conservation techniques. Minor repairs are made as needed and the home's occupants are shown how to control the use of energy.

<u>LIEAP</u> – provides energy assistance funds for eligible households. It pays a portion of the household's winter heating bill.

<u>Energy Share</u> – assists households in energy-related crises where all other available resources, or programs, have been exhausted. Energy Share makes loans to help with such expenses as heating bills, furnace repair, and weatherization.

<u>Head Start</u> – provides educational, health, and social services for preschool children from low-income families; it is based on parent involvement.

<u>FEMA-Food/Shelter</u> – provides money for rent or food in case of emergencies. The emergency does not need to be a disaster.

<u>Section 8 Housing</u> – enables low and moderate income families to live in decent, safe, sanitary, and affordable housing by assisting families monetarily and ascertaining all subsidized housing units meet federal housing quality standards.

<u>JTPA Youth</u> – Summer Youth Employment Training provides work experience for youths aged 14-21 during summer months. The object is to develop good work habits and job skills. The Year-Round Youth Program seeks to increase employment opportunities for 16- to 21-year-olds by offering special training programs for young people and incentives for the businesses that employ them.

<u>Welfare to Work</u> – offers services including job coaching, job placement, and work experience as part of Welfare Reform.

<u>WoRC</u> – provides case management, job training, and skill building opportunities for current welfare recipients to assist them in obtaining employment and becoming self-sufficient.

JTPA Adult – provides employment and training programs for adults.  Services include job counseling, vocational exploration, remedial education, industry-specific job skill training, programs to improve work habits, job search assistance, outreach, relocation assistance, and job development.

Child and Adult Care Feeding Program – reimburses child and adult care providers the cost of furnishing nutritious meals to low-income children and adults.

CDBG – money passed through from a city or county to use for economic development or housing projects.

Older Worker – provides employment and training programs for people 55 years of age and older.  Services include job counseling, vocational exploration, remedial education, industry-specific job skill training, programs to improve work habits, job search assistance, outreach, relocation assistance, and job development.

HOME Investment Partnership Program – provides funds for assistance in financing new construction or rehabilitation of individual homes or rental units, and tenant-based rental assistance.

Microbusiness Loan – provides small business start-up and/or development loans to businesses and individuals who cannot secure financing through conventional means.

USDA Commodities – reimburses agencies for meals provided through Head Start and senior nutrition programs.

Summer Feeding – provides a free lunch to children 1 through 18 in schools in low-income neighborhoods.

Child Care Link – assists parents who are seeking child care by collecting and maintaining information on child care centers, family and group day care homes, preschools, and after-school program.  Child care financial assistance and provider training is also available.

Housing Projects – provides affordable housing to low-income individuals.

Retired Senior Volunteer – adults over 60 years of age work without pay in libraries, schools, Red Cross, youth programs, and many other community programs.

Rural Business Enterprise Grant – provides business training for area residents in a formal classroom setting and through individual consulting.

Title III - Ombudsman – advocates for all residents of long-term care facilities (mainly nursing homes and personal care homes). Act as an access point for consumers, providing information or direct assistance regarding concerns or complaints about the health, safety, welfare, and rights of residents.

Title III - Supportive Services – provides an array of access, in-home, and community services, including transportation, legal assistance, senior centers, skilled nursing care, personal care, and homemaker services.

Title III - Nutrition Services – provide meals in congregate or home settings.

Title III - In-Home Services – provides skilled nursing, personal care, and homemaker services.

Title III – Preventive Health – health promotion and screening services including flu shots, pneumonia shots, and vision and hearing screenings.

Title III – Information Counseling & Assistance – insurance counselors provide assistance with such things as medical paperwork.

Displaced Homemaker – helps individuals who have been providing unpaid services to family members in the home and who have been dependent either on the income of another family member or public assistance. Services provided include counseling, training, jobs, and health care.

HUD Housing Counseling – provides comprehensive counseling to those individuals who are at risk of foreclosure on their home, Reverse Equity Mortgage Counseling for elderly homeowners, and counseling to first-time homebuyers on the home-buying process.

Home Care – provides medically necessary services to recipients whose health conditions cause them to be functionally limited in performing daily living activities such as dressing, grooming, meal preparation, and bathing.

Home & Community Waiver Program – provides home and community based services to elderly or physically disabled Medicaid recipients who require nursing home or hospital level of care but prefer to receive services in their homes or in community settings.

Home Health – provides services to recipients considered homebound in the recipient's place of residence for the purposes of postponing or preventing institutionalization.

**Page A-4**

## Programs Administered by HRDCs (cont.)

| Programs | Bozeman | Helena | Glendive | Missoula | Great Falls | Havre | Billings | Lewistown | Kalispell | Butte |
|---|---|---|---|---|---|---|---|---|---|---|
| Rural Local Initiatives Support | X | | | | | | | | | |
| Youthbuild (HUD) | X | | | | | | | | | |
| Adult Basic Education | X | | | | | | | | | |
| Armory Building Surplus Property | X | | | | | | | | | |
| Title III – Home Care | X | | | | | | | | | |
| Title III Galavan Transportation | X | | | | | | | | | |
| Teen Parent Gallatin Job Service | X | | | | | | | | | |
| Gallatin Valley Emergency Food | X | | | | | | | | | |
| RMDC Day Care | | X | | | | | | | | |
| RMDC Assisted Living Project | | X | | | | | | | | |
| RMDC Housing Needs Assessment | | X | | | | | | | | |
| Foster Grandparents | | X | | | | | | | | |
| Senior Companion | | X | | | | | | | | |
| Visual Services for Blind Older | | X | | | | | | | | |
| Victim Witness | | | X | | | | | | | |
| Title III – Training | | | X | | | | | | | |
| Rural Development Preservation | | | | X | | | | | | |
| CSP/CCC Program | | | | X | | | | | | |
| Energy Share Great Falls Gas | | | | | X | | | | | |
| Model Office (CHE) | | | | | | X | | | | |
| Crime Control | | | | | | X | | | | |
| Victims Advocate | | | | | | X | | | | |
| City Victims Advocate | | | | | | X | | | | |
| Home Grant | | | | | | X | | | | |
| Family Visitor | | | | | | X | | | | |
| Family Planning | | | | | | X | | | | |
| Family Based Services | | | | | | X | | | | |
| Rape Crisis | | | | | | X | | | | |
| HUD Supportive Housing | | | | | | | X | | | |
| Growth Thru Art | | | | | | | X | | | |
| Crow Food Distribution | | | | | | | X | | | |
| Day Care Provider Loan Fund | | | | | | | X | | | |
| WIC | | | | | | | | X | | |
| Vocational Rehabilitation | | | | | | | | X | | |
| Senior Home Repair | | | | | | | | | X | |
| Family Preservation Program | | | | | | | | | X | |
| Homemaking Services for Elderly | | | | | | | | | X | |
| JOBS | | | | | | | | | X | |
| Pacific Light and Power | | | | | | | | | X | |
| Kalispell School Dist. 5 Job Coach | | | | | | | | | X | |
| Government Marketing Assistance | | | | | | | | | X | |
| Housing Demonstration Program | | | | | | | | | | X |
| Homeward Bound Commodities | | | | | | | | | | X |
| Mining City Christmas | | | | | | | | | | X |
| Blair Energy Share | | | | | | | | | | X |
| Butte Silver Bow Assistance | | | | | | | | | | X |
| Total Programs | 8 | 6 | 2 | 2 | 1 | 9 | 4 | 2 | 7 | 5 |

**Source:   Compiled by the Legislative Audit Division from HRDC A-133 audits.**

Rural Local Initiatives Support Corp HUD Section – develop capacity for community and economic development projects.

Youthbuild – A program for disadvantaged youth ages 16-24 where participants work towards their GED and learn job skills constructing affordable housing.

Adult Basic Education – provides basic skills and education courses for adults 16 and older not enrolled in a secondary institution.

Armory Building Surplus Property – the building will serve as the HRDC's central offices and a Family Support Center.

Title III – Home Care – provides personal care, homemaking, and health monitoring for low-income elderly persons needing some assistance to remain in their own homes.

Title III Galavan Transportation – offers transportation within Bozeman and the western part of Gallatin County for senior citizens and handicapped individuals.

Teen Parent Gallatin Job Service – provide more intensive case management, employment, training, education, and supportive services to FAIM youth participants under the age of 20.

Gallatin Valley Emergency Food Bank – collects, buys, grows, and distributes food to those in need in Gallatin County.

RMDC Day Care – a day care center for children of low-income families.

RMDC Assisted Living Project – provides affordable housing to low-income individuals.

RMDC Housing Needs Assessment – provides data on the need for housing. The data is used in obtaining funding for housing projects of RMDC and other entities.

Foster Grandparents – offers seniors opportunities to serve as mentors, tutors, and care givers for children and youth

Senior Companion – provides volunteer opportunities for seniors on limited incomes to provide services for homebound elderly who, with a little help, are able to maintain their independence and continue living at home.

Visual Services for Blind Older Individuals – enables visually impaired individuals to live more independently.

Victim Witness – provides advocacy assistance in the form of counseling, assistance in the court room, and compensation for victims and witnesses of violent crimes.

Title III – Training – training for HRDC and contract staff regarding various services provided by Title III money.

Rural Development Preservation Grant – a loan program provided to low-income households for the rehabilitation of owner-occupied units.  Loan repayment is deferred until the property is transferred.

CSP/CCC Program – a work program in Missoula County.  The program receives WoRC funds.

Energy Share Great Falls Gas – provides furnace safety services such as repair and tune-ups.

Model Office – provides computer literacy, office skills, and employment assistance to single parents, single pregnant women, displaced homemakers, and economically disadvantaged individuals in a model office setting.

Crime Control – provides legal and personal advocacy for victims of domestic and sexually violent crimes.  Services include transportation, resources and referrals, support groups, and financial assistance.

Victims Advocate – Native American specialist advocate providing essentially the same services as above.

City Victims Advocate – provides advocacy for victims of domestic violence and sexual assault, and their children,  if it occurred in a relationship situation.  Services provided include legal advocacy, transportation, and preparation of victims and witnesses for court.

Home Grant – a grant to move five houses to Havre for transitional housing.

Family Visitor – a child abuse and neglect prevention program.

Family Planning – a preventive health program with goals to reduce certain social, psychological, and medical problems of people in their reproductive years.

Family Based Services – intensive, in-home crisis intervention and family education program.  Goal is to prevent the out-of-home placement of children through intensive, in-home intervention and to teach families new problem-solving skills to prevent future crises.

Rape Crisis – provides crisis intervention such as a 24-hour crisis hotline for victims of sexual assault and date situations, legal advocacy, referrals, support groups, and follow-up assistance for up to six months.

HUD Supportive Housing – provides assistance to allow people to become stabilized in a home situation.  Assistance includes obtaining employment, a home, and furniture and teaching them how to cook and clean.

Growth Thru Art – provides an artistic environment that encourages and empowers persons with disabilities to grow through the expression of their artistic abilities.

Crow Food Distribution – distributes fresh and canned food to people on the Crow Indian Reservation.

Day Care Provider Loan Fund – no interest loans to people starting day care centers.

WIC – A special supplemental nutrition program funded for pregnant or breast-feeding women, infants, and children up to age five.

Vocational Rehabilitation – provide job placement and coaching for vocational rehabilitation clients.

Senior Home Repair – provides assistance in repairing safety problems in homes of low-income senior citizens.  Assistance is free up to a specified dollar amount; over that amount requires a second mortgage which the HRDC does not collect until the home is sold or the resident passes away.

Family Preservation Program – child abuse prevention.  Groups and individual classes are held to prevent child abuse before it began.

Homemaking Services for the Elderly – provides homemaking services, such as cleaning, changing bed linens, and replacing light bulbs, to eligible senior citizens.

JOBS – a former employment training program which was essentially replaced by WoRC.

Pacific Light & Power Weatherization – provides weatherization services for low-income residents. This program no longer exists since Pacific Light and Power was sold.

Kalispell School District Five Job Coach – handicapped youth, referred by special education teachers, are assisted in gaining employment by a job developer/counselor who works side by side, training the youth until they are able to perform their job duties on their own.

Government Marketing Assistance Group – operates in association with the Big Sky Economic Development Authority, High Plains Development Authority, and the Northwest Business Center as active consultants with assistance in registration, bid opportunities, bid preparation, regulations, specification, and post-award performance of city, county, state, and federal government contracts.

Housing Demonstration Program – transitional housing and supportive services to homeless individuals and families.

Homeward Bound Commodities – federal surplus commodities used to provide food to the Housing Demonstration Program.

Mining City Christmas – provides food and gifts during the holiday season to low-income families and the elderly of Butte-Silver Bow County.

Blair Energy Share – provides financial assistance for the needy senior citizens of Butte-Silver Bow.

Butte-Silver Bow Assistance – provides financial assistance to persons deemed indigent for the purposes of shelter and limited medical services and provides burial of deceased indigent persons where no other resources exist.

# Appendix B

## HRDC Federal Grant Award Expenditures

The U.S. Office of Management and Budget Circular A-133, Audits of States, Local Governments and Non-Profit Organizations, requires a schedule of federal award expenditures. The following tables show the federal award expenditures as reported in the individual HRDC's A-133 audit. The Legislative Audit Division did not audit these schedules.

**District IX HRDC (Bozeman)**

Fiscal Year End June 30, 1999

Department of Housing and Urban Development

| | |
|---|---|
| Youthbuild | $217,897 |
| Darlington Manor | $2,971 |
| West Babcock Child Care Center | $154,012 |
| Emergency Shelter Grant | $29,956 |
| Home Investment Partnership Program | $1,049 |
| Rural LISC-HUD Section 4 | $18,167 |
| Total HUD | $424,052 |

Department of Labor

| | |
|---|---|
| SYETP CEP | $11,035 |
| SYETP BOS | $147,165 |
| E&T IIC Youth | $50,215 |
| Older Worker | $15,381 |
| Teen Parent Gallatin Job Svs | $12,000 |
| JTPA 8% Adult Program | $19,400 |
| JTPA 8% Youth Program | $4,674 |
| Welfare to Work | $54,786 |
| Total Labor | $314,656 |

Department of Energy

| | |
|---|---|
| Exxon | $7,997 |
| Stripper Well | $24,444 |
| DOE Weatherization | $97,957 |
| Total DOE | $130,398 |

Federal Emergency Management Agency

| | |
|---|---|
| FEMA - Food | $3,691 |
| FEMA - Housing Park County | $3,197 |
| FEMA - Housing | $8,183 |
| Total FEMA | $15,071 |

Department of Health and Human Services

| | |
|---|---|
| Head Start | $797,313 |
| Armory Building Surplus Property | $345,820 |
| Title III Home Care | $29,622 |
| WoRC - Work Readiness Component | $74,800 |
| Adult Basic Education | $3,776 |
| LIEAP Contingency Revolving Fund | $18,329 |
| LIEAP Client Education/Advocacy | $17,023 |

| | |
|---|---|
| LIEAP Administration | $21,428 |
| LIEAP Weatherization | $89,956 |
| CSBG | $230,059 |
| Title III Galavan Transportation | $17,500 |
| Total HHS | $1,645,626 |
| | |
| Corporation for National and Community Services | |
| RSVP | $18,965 |
| Total CNCS | $18,965 |
| | |
| Department of Agriculture | |
| Rural Business Enterprise | $10,728 |
| Child Care Food Nutrition Program | $39,866 |
| Total Department of Agriculture | $50,594 |
| | |
| TOTAL FEDERAL AWARDS EXPENDED | $2,599,362 |

**Action for Eastern Montana (Glendive)**

Calendar Year Ended 1998

Department of Energy
| | |
|---|---|
| DOE Weatherization | $93,721 |
| Stripper Well | $40,096 |
| Northern Cheyenne/Exxon/Stripper Well | $8,313 |
| Northern Cheyenne Weatherization | $1,606 |
| Total DOE | $143,736 |

Department of Health and Human Services
| | |
|---|---|
| Head Start | $744,137 |
| LIEAP Weatherization | $107,308 |
| LIEAP Contingency Revolving Fund | $13,818 |
| LIEAP Administration | $32,110 |
| LIEAP Client Education | $18,508 |
| Aging Block Grant - Administration | $55,428 |
| Aging Block Grant - Social Services | $255,045 |
| Aging Block Grant - Congregate Meals | $203,653 |
| Aging Block Grant - Home Delivered Meals | $113,821 |
| Aging Block Grant - In Home | $6,499 |
| Aging Block Grant - Health Promotion | $15,715 |
| Aging Block Grant - Training | $3,978 |
| Aging Block Grant - ICA | $9,131 |
| Aging Block Grant - Information & Assistance | $14,206 |
| Aging Block Grant - Ombudsman) | $7,035 |
| CSBG | $253,411 |
| Total HHS | $1,853,803 |

Department of Housing and Urban Development
| | |
|---|---|
| Emergency Shelter Grant | $42,794 |
| Total HUD | $42,794 |

Department of Labor
| | |
|---|---|
| IIB Summer Youth | $255,340 |
| Welfare to Work | $12,368 |
| Youth District I | $50,343 |
| Youth District II | $43,324 |
| Youth District III | $47,199 |
| IIC Youth | $1,917 |
| Total Labor | $410,491 |

Department of Agriculture
| | |
|---|---|
| USDA Reimbursement | $42,866 |
| Summer Feeding | $9,978 |
| Total Agriculture | $52,844 |

Department of Justice
| | |
|---|---|
| Victim Witness | $1,229 |
| Total Justice | $1,229 |

Commissioner of Higher Education
| | |
|---|---|
| School to Work | $3,902 |
| Total CHE | $3,902 |

Federal Emergency Management Agency
| | |
|---|---|
| Emergency Food and Shelter | $16,690 |
| Total FEMA | $16,690 |
| TOTAL FEDERAL AWARDS EXPENDED | $2,525,489 |

**Northwest Montana Human Resources, Inc (Kalispell)**

Calendar Year Ended 1998

| Department of Commerce | |
|---|---|
| CDBG Planning Grant | $3,083 |
| Total Commerce | $3,083 |

| Department of Housing and Urban Development | |
|---|---|
| Housing Counseling | $3,826 |
| Preservation of Affordable Housing | $1,157 |
| CDBG First Time Homebuyer | $4,632 |
| CDBG Technical Assistance | $22 |
| Emergency Shelter | $45,660 |
| US HUD Courtyard Unit 4 | $36,560 |
| First time Homebuyer-Home | $73,885 |
| Total HUD | $165,742 |

| Department of Labor | |
|---|---|
| IIC Youth Program | $129,852 |
| Summer Youth E&T | $287,802 |
| IIA JTPA Adult | $148,196 |
| Older Worker | $22,356 |
| Welfare to Work | $69,562 |
| Total Labor | $657,768 |

| Department of Energy | |
|---|---|
| DOE Weatherization | $120,379 |
| Exxon | $15,461 |
| Stripper Well | $38,046 |
| Bonneville Power | $66,680 |
| Total DOE | $240,566 |

| Department of Health and Human Services | |
|---|---|
| JOBS | $86,857 |
| WoRC | $141,555 |
| LIEAP Contingency Revolving Fund | $84,217 |
| LIEAP Weatherization | $137,223 |
| LIEAP Client Education | $55,416 |
| LIEAP Administration | $66,741 |
| CSBG | $277,073 |
| Total HHS | $849,082 |

| TOTAL FEDERAL AWARDS EXPENDED | $1,916,241 |
|---|---|

**District XI HRDC (Missoula)**

Fiscal Year End June 30, 1999

Department of Health and Human Services
      LIEAP Weatherization                     $156,009
      LIEAP Administration                     $71,458
      LIEAP Client Education                 $56,062
      LIEAP Contingency Revolving Fund     $50,167
      FAIM/WoRC Program                 $117,107
      CSP/CCC                             $92,806
      CSBG                               $258,220
  Total HHS                           $801,829

Department of Labor
      JTPA Older Worker                 $19,226
      IIC Youth                         $86,405
      IIB Summer Youth E&T              $252,727
      Welfare to Work                $50,430
  Total Labor                        $408,788

Department of Housing and Urban Development
      Home Program                   $206,659
      Home Investment Partnership Program    $315,178
      CDBG                               $2,954
      Section 8 Housing                 $122,815
      Emergency Shelter Grants           $51,698
      Preservation of Affordable Housing     $9,382
  Total HUD                          $708,686

Department of Energy
      DOE Weatherization               $176,696
      BPA Free Weatherization            $24,071
      Exxon/Stripper Well              $53,626
  Total DOE                         $254,393

Federal Emergency Management Agency
      Food and Shelter                 $66,073
  Total FEMA                      $66,073

Department of Agriculture
      Summer Food Program for Children     $18,356
      Rural Development Preservation Grant    $44,693
  Total Agriculture                   $63,049

      TOTAL FEDERAL AWARDS EXPENDED    $2,302,818

**District VI HRDC (Lewistown)**

Fiscal Year End June 30, 1999

Department of Labor
| | |
|---|---|
| IIC Youth | $48,822 |
| IIA Adult Rural | $132,346 |
| IIA Adult Incentive | $5,342 |
| SYETP | $66,542 |
| Welfare to Work | $29,569 |
| JTPA Displaced Homemaker | $18,580 |
| JTPA Older Worker | $11,447 |
| Total Labor | $312,648 |

Department of Energy
| | |
|---|---|
| DOE Weatherization | $58,797 |
| Total DOE | $58,797 |

Department of Health and Human Services
| | |
|---|---|
| WORC | $70,810 |
| CSBG | $100,557 |
| Community Services | $2,014 |
| Provider Services | $14,864 |
| Family Services | $41,351 |
| LUPS | $169 |
| LIEAP Administration | $12,695 |
| LIEAP Contingency Revolving Fund | $20,171 |
| LIEAP Outreach | $9,659 |
| LIEAP Weatherization | $29,797 |
| Total HHS | $302,087 |

Department of Agriculture
| | |
|---|---|
| CCFNP | $110,362 |
| WIC | $49,086 |
| Total Agriculture | $159,448 |

Department of Health & Urban Development
| | |
|---|---|
| Emergency Shelter | $11,210 |
| Total HUD | $11,210 |

Federal Emergency Management Agency
| | |
|---|---|
| FEMA | $273 |
| Total FEMA | $273 |
| | |
| TOTAL FEDERAL AWARDS EXPENDED | $844,463 |

**District VII HRDC (Billings)**

Fiscal Year End June 30, 1999

| | |
|---|---|
| Department of Agriculture | |
|     Crow Food Distribution | $150,217 |
|     Child & Adult Care Feeding Program | $128,090 |
|     Rural Business Enterprise Grant | $9,500 |
|   Total Agriculture | $287,807 |
| | |
| Department of Housing and Urban Development | |
|     Growth Thru Art | $10,000 |
|     CDBG MBDC Program | $5,000 |
|     Emergency Shelter | $59,543 |
|     HUD Supportive Housing | $59,994 |
|     HUD Housing Counseling | $5,795 |
|   Total HUD | $140,332 |
| | |
| Department of Labor | |
|     Title IIB SYETP | $382,540 |
|     Title IIC Youth | $133,850 |
|     Welfare to Work | $334,461 |
|     JTPA 5% Older Worker | $25,775 |
|   Total Labor | $876,626 |
| | |
| Department of Energy | |
|     DOE Weatherization | $151,810 |
|     Stripper Well | $41,517 |
|     Exxon | $13,582 |
|     Crow DOE Weatherization | $35,426 |
|     Crow Stripper Well | $7,409 |
|     Crow Exxon | $2,424 |
|   Total DOE | $252,168 |
| | |
| Federal Emergency Management Agency | |
|     FEMA | $7,321 |
|   Total FEMA | $7,321 |
| | |
| Department of Health & Human Services | |
|     WoRC | $631,848 |
|     LIEAP Administration | $37,276 |
|     LIEAP Contingency Revolving Fund | $99,586 |
|     LIEAP Weatherization | $139,124 |
|     Crow Tribe LIEAP Weatherization | $3,001 |
|     LIEAP Education/Advocacy | $51,953 |
|     CSBG | $337,935 |
|     HRDC Central Data & Client Info System | $20,170 |
|     CCDBG Community Service | $4,252 |
|     CCDBG Provider | $45,988 |
|     CCDBG Family Service | $200,350 |
|     CCDBG LUP Processing | $2,241 |
|   Total HHS | $1,573,724 |
| | |
|     TOTAL FEDERAL AWARDS EXPENDED | $3,137,978 |

**Rocky Mountain Development Center (Helena)**

Nine Months Ended June 30, 1999

| | | |
|---|---|---:|
| Corporation for National & Community Service | | |
| | Foster Grandparents | $241,489 |
| | Retired Senior Volunteer | $36,714 |
| | Senior Companion | $271,749 |
| Total CNCS | | $549,952 |
| | | |
| Department of Health & Human Services | | |
| | Head Start & Head Start Handicap | $990,299 |
| | SCBG | $95,535 |
| | LIEAP | $139,736 |
| | Title III - Ombudsman | $4,056 |
| | Title III - Preventive Health Services | $1,181 |
| | Title III - Supportive Services | $119,429 |
| | Title III - Nutrition Services | $167,571 |
| | Title III - In-Home Services | $2,157 |
| | Title III - Information Counseling & Assistance | $3,692 |
| Total HHS | | $1,523,656 |
| | | |
| Department of Agriculture | | |
| | Child & Adult Care Feeding Program | $78,928 |
| | Commodities | $62,182 |
| Total Agriculture | | $141,110 |
| | | |
| Department of Energy | | |
| | DOE Weatherization | $78,750 |
| Total DOE | | $78,750 |
| | | |
| Department of Labor | | |
| | JTPA | $53,060 |
| Total Labor | | $53,060 |
| | | |
| Department of Housing & Urban Development | | |
| | Emergency Shelter Grant | $15,901 |
| Total HUD | | $15,901 |
| | | |
| Department of Education | | |
| | Visual Services for Older Blind Individuals | $106,718 |
| Total Education | | $106,718 |
| | | |
| Component Unit RMDC, Inc | | |
| Department of Housing & Urban Development | | |
| | Home Project | $318,925 |
| Total HUD | | $318,925 |
| | | |
| | TOTAL FEDERAL AWARDS EXPENDED | $2,788,072 |

**Opportunities, Incorporated (Great Falls)**

Fiscal Year Ended March 31, 1999

| | |
|---|---|
| Department of Health & Human Services | |
| Head Start | $1,886,487 |
| CSBG | $318,908 |
| LIEAP | $211,775 |
| Foster Care Programs | $1,032 |
| Total HHS | $2,418,202 |
| | |
| Department of Energy | |
| DOE Weatherization | $187,378 |
| Total DOE | $187,378 |
| | |
| Department of Housing & Urban Development | |
| Housing Assistance Payments Program | $181,388 |
| Emergency Shelter Grants | $55,622 |
| Community Development Block Grant | $4,685 |
| Total HUD | $241,695 |
| | |
| Department of Labor | |
| JTPA | $370,013 |
| Total Labor | $370,013 |
| | |
| Department of Agriculture | |
| Child & Adult Care Food Program | $117,067 |
| National School Lunch Program | $15 |
| Total Agriculture | $117,082 |
| | |
| Federal Emergency Management Agency | |
| Emergency Food & Shelter | $42,826 |
| Total FEMA | $42,826 |
| | |
| TOTAL FEDERAL AWARDS EXPENDED | $3,377,196 |

**District IV (Havre)**

Fiscal Year Ended June 30, 1999

Department of Health & Human Services

| | | |
|---|---|---|
| Head Start | $770,969 | |
| Family Planning | $95,555 | |
| Child Care Link - Community Service | $6,601 | |
| Child Care Link - LUP Process | $1,073 | |
| Child Care Link - Admin & Operating | $16,925 | |
| Child Care Link | $53,654 | |
| Family Based Services | $51,882 | |
| Family Visitors | $177,733 | |
| CSBG | $137,340 | |
| LIEAP - Contingency Revolving Fund | $23,345 | |
| LIEAP - Administration | $22,190 | |
| LIEAP - Client Education | $13,106 | |
| LIEAP - Weatherization | $31,031 | |
| WoRC | $147,567 | |
| Rape Crisis | $4,484 | |
| State Domestic Abuse | $29,341 | |
| Total HHS | $1,582,796 | |

Department of Labor

| | | |
|---|---|---|
| State Displaced Homemaker | $14,172 | |
| 3% Older Worker | $8,401 | $22,573 |
| IIB Summer Youth | $128,357 | |
| IIA Adult Displaced Homemaker | $38,079 | |
| Welfare to Work | $33,811 | |
| IIC Youth | $40,215 | |
| IIC Youth - Incentive | $927 | $241,389 |
| Total Labor | $263,962 | |

Department of Housing & Urban Development

| | |
|---|---|
| Emergency Shelter Grant | $16,202 |
| Home Grant | $54,641 |
| Continuation of Care Grant | $587 |
| Total HUD | $71,430 |

Department of Energy

| | |
|---|---|
| DOE Weatherization | $37,458 |
| DOE Weatherization - Fort Belknap | $27,710 |
| DOE Weatherization - Rocky Boy | $11,387 |
| Exxon | $3,775 |
| Stripper Well | $7,989 |
| Exxon - Fort Belknap | $3,059 |
| Stripper Well - Fort Belknap | $5,917 |
| Exxon - Rocky Boy | $880 |
| Stripper Well - Rocky Boy | $2,691 |
| Total DOE | $100,866 |

Department of Agriculture

| | |
|---|---|
| USDA Reimbursement | $24,325 |
| Total Agriculture | $24,325 |

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Department of Education
     Model Office                             $31,071
 Total Education                        $31,071

Department of Justice
     Crime Control                       $66,199
     Victims Advocate                  $1,673
     City Victims Abuse              $44,373
 Total Justice                           $112,245

     TOTAL FEDERAL AWARDS EXPENDED     $2,186,695

**District XII (Butte)**

Fiscal Year End September 30, 1998

Department of Health & Human Services
|  |  |
| --- | --- |
| CSBG | $220,198 |
| LIEAP - Weatherization | $119,460 |
| LIEAP - Administration | $43,330 |
| LIEAP - Contingency Revolving Fund | $20,506 |
| LIEAP - Education & Out Reach | $39,694 |
| Head Start | $857,765 |
| Total HHS | $1,300,953 |

Department of Labor
|  |  |
| --- | --- |
| IIB Summer Youth | $240,939 |
| IIC Youth | $81,288 |
| Total Labor | $322,227 |

Department of Housing & Urban Development
|  |  |
| --- | --- |
| Housing Demonstration Program | $81,957 |
| Section 8 Low Income Housing | $65,306 |
| HOME Funds | $81,039 |
| Emergency Shelter | $22,894 |
| Total HUD | $251,196 |

Department of Energy
|  |  |
| --- | --- |
| DOE - Weatherization | $143,196 |
| Bonneville Power Administration Assistance | $9,142 |
| Total DOE | $152,338 |

Department of Agriculture
|  |  |
| --- | --- |
| Homeward Bound Commodities | $980 |
| Summer Food Service | $11,076 |
| Child & Adult Care Food Program - Head Start | $68,596 |
| Total Agriculture | $80,652 |

Federal Emergency Management Agency
|  |  |
| --- | --- |
| Food & Shelter Program | $2,569 |
| Total FEMA | $2,569 |

Corporation for National Service
|  |  |
| --- | --- |
| Vista | $384 |
| Total CNS | $384 |

|  |  |
| --- | --- |
| TOTAL FEDERAL AWARDS EXPENDED | $2,110,319 |

# Appendix C

## ROMA NATIONAL GOALS AND OUTCOME MEASURES

**GOAL 1: (SELF-SUFFICIENCY)**
**LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT**

**Direct measures:**
a.     Number of participants seeking employment who obtain it (as compared with the total number of participants).
b.     Number of participants maintaining employment for a full twelve months.
c.     Number of households in which adult members obtain and maintain employment for at least ninety days.
d.     Number of households with an annual increase in the number of hours of employment.
e.     Number of households gaining health care coverage through employment.
f.     Number of households experiencing an increase in an annual income as a result of earnings.
g.     Number of households experiencing an increase in annual income as a result of receiving allowable tax credits, such as the earned income and childcare tax credits.
h.     Number of custodial households who experience an increase in annual income as a result of regular child support payments.
i.     Number of participating families moving from substandard housing into stable standard housing, as compared with the total number of participating families.
j.     Number of households which obtain and/or maintain home ownership.
k.     Number of minority households which obtain and/or maintain home ownership.
l.     Number of people progressing toward literacy and/or GED.
m.     Number of people making progress toward post-secondary degree or vocational training.
n.     Other outcome measure(s) specific to the work of your agency.

**Survey question measures:**
o.     Number of clients who consider themselves more self-sufficient since participating in services or activities of the agency.
p.     Number of clients reporting an increase in income since participating in the services of the agency.

**GOAL 2: (COMMUNITY REVITALIZATION)**
**THE CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE ARE IMPROVED**

**Direct Measures:**
a.     Number of accessible, living wage jobs created and/or retained.
b.     Increase in assessed value of homes as a result of rehabilitation projects.

c.       Increase in proportion of state and federal funds allocated for meeting emergency and long-term needs of the low-income population.
d.       Increase in access to community services and resources by low-income people.
e.       Increase in available housing stock through new construction.
f.       Increase in the availability and affordability of essential services, e.g. transportation, medical care, child care.
g.       Other outcome measure(s) specific to the work done by your agency.

**Survey question measures:**
h.       Number of households who believe the agency has helped improve the conditions in which they live.


## GOAL 3: (COMMUNITY REVITALIZATION)
## LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY

**Direct measures:**
a.       Number of households owning or actively participating in the management of their housing.
b.       Amount of "community investment" brought into the community by the Network and targeted to low-income people.
c.       Increase in minority businesses owned.
d.       Increase in access to capital by minorities.
e.       Increased level of participation of low-income people in advocacy and intervention activities regarding funding levels, distribution policies, oversight, and distribution procedures for programs and funding streams targeted for the low-income community.
f.       Other outcome measure(s) specific to the work done by your agency.

**Survey question measures:**
g.       Number of households participating or volunteering in one or more groups.
h.       Number of households who say they feel they are part of the community.


## GOAL 4:
## PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICES TO LOW-INCOME PEOPLE ARE ACHIEVED

**Direct measures:**
a.       Number of partnerships established and/or maintained with other public and private entities to mobilize and leverage resources to provide services to low-income people.
b.       Number of partnerships established and/or maintained with other public and private entities to complete the continuum of care for low-income people.

c. Number of partnerships established and/or maintained with other public and private entities which ensure ethnic, cultural, and other special needs considerations are appropriately included in the delivery service system.

d. Other outcome measure(s) specific to the partnerships created by local agencies.

**Survey question measures:**

e. Number of principal partners who are satisfied with the partnership.

f. Partner's rating of the responsiveness of the agency.

## GOAL 5:
## AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS

**Direct measures:**

a. Total dollars mobilized by the agency.

b. Total dollars mobilized by the agency as compared with CSBG dollars.

c. Number of boards making changes as a result of a periodic organizational assessment.

d. Number of programs which have become more effective as a result of research and data (their own as well as others).

e. Number of programs which have become more effective as a result of needs assessment surveys.

f. Number of families having their situation improved as a result of comprehensive developmental services.

g. Increase in community revitalization as a result of programs.

h. Number of agencies increasing their number of funding sources and increasing the total value of resources available for services to low-income people.

i. Number of agencies leveraging non-CSBG resources with CSBG resources at a ratio greater than 1:1.

j. Number of agencies where board composition accurately represents the ethnic diversity of the service territory.

k. Number of agencies where customers served accurately represents the ethnic diversity of the service territory.

l. Number of agencies where staffing component accurately represents the ethnic diversity of the service territory.

m. Number of development contacts as a result of outreach programs.

n. Number of special populations showing improvement as a result of programs aimed at the population.

o. Number of clients showing improvement as a result of emergency services received.

p. Other outcome measure(s) specific to the work done by local agencies.

**GOAL 6: (FAMILY STABILITY)**
**LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE**
**THEIR POTENTIAL BY STRENGTHENING FAMILY AND OTHER SUPPORTIVE**
**SYSTEMS**

**Direct measures:**
a.      Number of aged households maintaining an independent living situation.
b.      Number of disabled or medically challenged persons maintaining an independent living situation.
c.      Number of households in crisis whose emergency needs are ameliorated.
d.      Number of participating families moving from homeless or transitional housing into stable standard housing.
e.      Number of households in which there has been an increase in donation of time to volunteer activities (not mandated by welfare-to-work programs).
f.      Number of households in which there has been an increase in children's involvement in extracurricular activities.
g.      Number of high consumption households realizing a reduction in energy burden
h.      Number of households moving from cultural isolation to involvement with their cultural community.
i.      Other outcome measure(s) specific to the work done by your agency.

**Survey question measure:**
j.      Number of households indicating improved family functioning since participating in the services or activities of the agency.